

**MONROE COUNTY  
HUMAN SERVICES ADVISORY BOARD  
Application for Funding  
Fiscal Year 2012  
October 1, 2011 – September 30, 2012**

Agency Name	Independence Cay, Inc.
Physical Address	1669 Overseas Highway
Mailing Address	PO Box 500286
City, State, Zip	Marathon, Florida 33050
Phone	305 743 3121
Fax	305 743 6523
Email	kapnkirk50@hotmail.com
Who should we contact with questions about this application?	Kirk Maconaughey, Executive Director, 305 849 2786

Amount received for prior fiscal year ending 09/30/10	\$7,500
Amount received for current fiscal year ending 09/30/11	\$15,000
Amount requested for upcoming fiscal year ending 09/30/12	\$25,000*

\* Will be matched 1:1 by the Trisons Foundation

**CERTIFICATION**

To the best of our knowledge and belief, the information contained in this application and attachments is true and correct. Monroe County is hereby authorized to verify all information contained herein, and we understand that any inaccuracies, omissions, or any other information found to be false may result in rejection of this application. This certifies that this request for funding is consistent with our organization's Articles of Incorporation and Bylaws and has been approved by a majority of the Board of Directors.

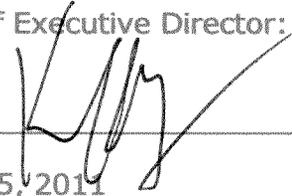
We affirm that the Agency will use Monroe County funds for the purposes as submitted in this Application for Funding. Any change will require written approval from the Monroe County Board of County Commissioners.

We understand that the agency must substantially meet the eligibility criteria to be considered for Monroe County funding and that any applicable attachments not included disqualify the agency's application.

We understand that all funding received through this opportunity must be spent for the benefit of Monroe County.

We further understand that meeting the Eligibility Criteria in no way ensures that the agency will be recommended for funding by the Human Services Advisory Board. These recommendations are determined by service needs of the community, availability of funds, etc. HSAB funding recommendations must be approved by the Monroe County Board of County Commissioners.

Typed Name of Executive Director: Kirk Maconaughey

Signature  \_\_\_\_\_

April 15, 2011

Date: \_\_\_\_\_

Typed Name of Board President/Chairman: Rev. Debra Maconaughey

X Signature  \_\_\_\_\_

April 15, 2011

Date: \_\_\_\_\_

Detailed instructions for each question appear in the separate instruction document.

**1. Insert your agency's board-approved mission statement below.**

"Independence Cay is designed to provide services to those in need and those who wish to better themselves and provide uniformity and accountability of those services."

**2. List the services your agency provides.**

Independence Cay offers a community soup kitchen providing full, hot meals six days per week. Visitors are supplied with a hot meal and, at the same time, offered showering facilities, feminine and personal hygiene products, and washer/dryer machines with which to do personal laundry, resulting in well-fed, clean, healthier and more presentable individuals better prepared to blend in with Monroe County's general public, visitors, employers and law-enforcement. This service is not only valuable to chronically hungry people, it is also a wonderful opportunity for dozens of community members (especially church groups) to regularly volunteer by preparing meals and visiting with our homeless.

Since our application to HSAB last year, Independence Cay has also initiated a new day center (open from 9-4 daily) which is visited daily by approximately ten homeless adults. Our day center provides an alternative to loitering near businesses and serves to attract homeless individuals to our "empowerment" programs, described below.

Independence Cay also offers Inclement Weather Shelter for up to 20 individuals during periods of dangerous, extremely cold, heavy rain and other life-threatening weather events. **This service was particularly appropriate in the winter of 2010-2011 - in this period, 224 overnight stays were provided to homeless people.** In this period, we also served 450 hot meals to clients.

Independence Cay has a Transitional Housing component for up to seven displaced males. This program has strict rules against drinking and drugging, fighting, and loafing. All clients are required to work and maintain a strict curfew. Illegal activity or any breach of rules results in discharge from the facility.

Independence Cay offers referral services to area social services providers such as Southernmost Homeless Assistance League (SHAL), Salvation Army and KAIR; government agencies such as Monroe County Social Services and the Department of Veterans Affairs; healthcare agencies such as the Guidance Clinic of the Middle Keys, CHI, Rural Health Network, Fishermen's Hospital and Keys Area AHEC; and a host of faith based organizations and churches.

Since last year's HSAB application, Independence Cay has strengthened or added a number of effective "empowerment" programs designed to help break the cycle of homelessness including:

- preparing men and women for job interviews and other life skills training
- helping restore personal hygiene and cleanliness (6,500 loads of laundry; 6,800 showers in FY 2010)

A good "snap-shot" of our population would be this:

- In months past we have served 4-6 homeless men as transitional residents. Now, due to a new scholarship grant from the Episcopal Church that meets the needs of people looking for work but unable to find it, we have increased the number of transitional housing residents to 8-10 people. This new scholarship program, funded through a grant from the Episcopal Church, has been transformational in attracting significantly increased numbers of homeless to our facility. Scholarship recipients must produce a note showing they have completed two (2) hours of community service daily to receive this time-limited assistance. They live at Independence Cay, benefitting from all the aforementioned meals, services and programs, and adhering to house rules about employment and sobriety. Non-scholarship residents pay a minimum transitional housing fee of \$125 per week (\$70 a week for a cot) which helps enormously in providing services to new homeless men and women who knock on our doors. These men have kitchen privileges, receive six (6) hot lunches, use our showers and laundry facilities, and have the opportunity to participate in all scheduled programs listed in previous answers.
- Approximately 10-12 homeless women per week use our laundry services, day center, soup kitchen, and receive free personal hygiene products. While Independence Cay has room and the plans to develop a special section of the shelter for this population, at the present time such arrangement is not in place. Therefore, Independence Cay works with such difficult clients by arranging short term, over-night accommodations in very low-cost motels. We also work with the women to link them to a plethora of health, dental, income, and social service programs. As stated, this population makes use of between 15-25 showers per week and also regularly uses Independence Cay's laundry facilities.
- Approximately 20-30 destitute individuals – including families and seniors – come to Independence Cay's daily soup kitchen **each day** for a full, hot meal, to do laundry, and to link to health, dental, income, and social service programs.
- Approximately 15 homeless individuals make use of Independence Cay's day center on a daily basis. As mentioned, our day center provides an alternative to loitering near businesses and serves to attract homeless individuals to our "empowerment" programs, described below.

Here are two of many huge success stories involving Independence Cay's "target" population:

- One homeless man emerged from living in the mangroves. He moved behind a church near a shed. He was drunk all the time and smelled of urine. Today he has attends AA meetings and is 10 months sober, lives at the shelter on a

- supplying nutritious meals (8,200 in FY 2010)
- making referrals to appropriate organizations
- offering a safe haven with regularly scheduled "empowerment" programs including financial literacy, anger management, reading literacy, healthy lifestyle practices, and much more
- helping individuals to reunite with their out-of-the-area families and support groups
- arranging for medical, vision, and dental services
- providing programs to quit smoking, health screening tests, and preventative health care
- providing a day center with regularly scheduled self-help classes
- scheduling support group meetings including AA and NA – now conducted daily on premises. We average about 15 attendees each weekday night.

Remarkably, Independence Cay operates with just two modestly paid staff members and a broad corps of loyal volunteers – including several church groups that prepare meals for our daily soup kitchen.

**3. What services will be funded by this request?**

In keeping with the message repeated by the respected HSA Board at nearly every HSAB organizational meeting in the last year, Independence Cay **is asking for assistance on only the most essential human services** – utilities and a roof over the heads of homeless people (rent). We are seeking no salary, program or food funds, or administrative dollars.

**4. Funding category: If you have been previously funded by HSAB, do you request to have the HSAB consider changing your funding category? Please circle yes or no:**

Yes      **No**

If yes, please circle the new category for which you would like to be considered:

Medical                  Core Services                  Quality of Life

If you have not been previously funded, please circle the funding category that you believe best matches your services:

Medical                  Core Services                  Quality of Life

**5. Will County HSAB funds be used as match for a grant?**

Yes. Independence has been offered a matching grant from the Trisons Foundation and will be prepared to report more fully on the arrangement at the time of the HSAB hearing on May 24, 2011. Last year, a smaller match with a 1:2 ratio was offered by the Trisons Foundation (\$7,500) which seemed to convince the HSAB to provide a grant of \$15,000. The Trisons match was promptly paid.

This year the Trisons Foundation is increasing their offer to a \$25,000 match but at a 1:1 ratio.

**6. If you answered "yes" to number four, please specify the:**

**a. grant award title, granting agency, and purpose:**

Operating Challenge Grant, Trisons Foundation, program support at Independence Cay

**b. grant amount:**

\$25,000

**c. match percentage requirement and amount:**

1:1 (100%) - \$25,000

**7. If your organization was funded with HSAB funds last year, please briefly and specifically explain:**

**a. how the funds were spent**

In keeping with our promise to respect the HSAB's preference that award dollars be used for only the most critically needed services, we used our \$15,000 grant for only the payment of rent for the shelter.

**b. how they were used to leverage additional funding.**

In keeping with our pledge in last year's application that an HSAB award of \$15,000 would be matched 1:2 by the Trisons Foundation (\$7,500), we did indeed receive that matching grant. In fact, this worked so well and to the satisfaction of the Trisons Foundation that they have offered a 1:1 match if we are successful in securing \$25,000 this year through HSAB.

**8. Do you plan to allocate any part of this HSAB grant, if awarded, as a sub-grant to another organization? If yes, please list the recipient(s), the purpose(s), and amount(s). Please make sure these are included on Attachment D, under "Grants to Other Organizations."**

No

**9. Does your organization allocate sub-grants to other organizations using other sources (non County) of funding? If yes, please list the recipient(s), the purpose(s), and amount(s). Please make sure these are included on Attachment E, under "Grants to Other Organizations."**

No

**10. Will you or have you applied for other sources of County funding? If yes, please list source(s) and amount(s). Also be sure to reflect this information on Attachment F.**

Monroe County Sheriff's Asset Forfeiture Fund: Awarded \$7,029 awarded in 2011

**11. What needs or problems in this community does your agency address?**

Independence Cay is committed to assisting those individuals displaced from permanent housing and living in the mangroves, in makeshift housing, in tents, on the streets, in derelict and abandoned boats and automobiles, substandard housing situations and temporary provisional living situations. Independence Cay's mission statement can be summed up in the sentence, **"We help people help themselves."**

Petty crime, panhandling and vagrancy are sometimes the results of homelessness. Independence Cay helps to relieve this burden from the Sheriff's Office and from the Monroe County government by offering basic human services to the homeless population of Marathon and the surrounding Florida Keys. With tourism our biggest industry, services provided by Independence Cay assure a more positive experience for our visitors. The overall experience of our tourist base is enhanced by minimizing the incidence of panhandling, loitering and perceived uncomfortable experiences with displaced men and women.

One of the new ways we are addressing the problems described above is our new day center, an inside "drop-in" facility which provides food and coffee and a good opportunity for Independence Cay to approach potential clients for involvement with our other programs. This facility is open a total of 8,800 hours annually. Already we are hearing tremendous praise from business owners and law enforcement for the reduction in public loitering accomplished through the new day center.

**12. What statistical data support the needs listed in number eleven?**

As part of HUD's National Annual Homeless Survey, in the last ten (10) days of January 2011, SHAL and volunteers from Independence Cay conducted a Point in Time (PIT) count of homeless individuals in the City of Marathon and surrounding areas. This was done by counting the number of people in homeless camps and living in the streets. This count did not include those individuals living in temporary or sub-standard living conditions or people affected by lay-offs and job reductions forcing families to share single dwellings with multiple groups or families. We know that many of these particular people exist since they arrive daily at our soup kitchen and day center.

**With all this said, the official 2011 PIT count of homeless people in Marathon (Middle Keys) is 123.**

A quick perusal of the Monroe County Sheriff's Office website will reveal a number of arrests, usually for petty thefts or minor trespassing, being perpetrated by individuals with no permanent addresses. City officials and the Monroe County Sheriff receive complaints from local residents over supposedly unseemly groups of

homeless congregating in conspicuous locations. Local business owners are concerned that unhealthy and unclean individuals - on sidewalks leading to their establishments - results in decreased business revenues in an already thorny local economy. In Marathon this past year, such problems were the cause of several news articles and public rancor. Independence Cay became immediately involved, distributing flyers about our services and generally reducing the problem to the satisfaction of many.

### **13. What are the causes (not the symptoms) of these problems?**

The causes of homelessness in Marathon and the Middle Keys are many, and complicated. They include:

- our dismal national economy (homeless migrate here due to our climate)
- our struggling local economy
- our reduced commercial fishing industry (remember Horizon Oil Spill)
- skyrocketing real estate prices
- increased home foreclosures
- elevated rental rates
- untenable insurance rates
- unemployment and under-employment
- a stagnant tourist industry
- a stand-still construction industry
- alcohol and drug abuse addiction
- untreated mental illness
- bankruptcy due to poor physical health or one of the many reasons above

Many of the men, women and children affected by one or more of these causes are homeless for the very first time in their lives. They all share a sense of amazement, confusion and shock at their respective dilemma and situations. In the words of one displaced individual, "We will do whatever it takes to survive and keep our families safe." Women and children are forced to live in cars, or in dangerous and unhealthy outdoor situations. Sheer desperation, fear, hunger, the human will to survive, and parental instinct leads them to put safety before prudence and they become law-breakers and felons instead of being seen as neighbors in need. This phenomenon is a "vicious" cycle that needs our intervention to be broken.

### **14. Describe your target population as specifically as possible.**

Our target population is men and women who have been displaced from their permanent housing. Almost all of our clients and soup kitchen visitors are in Marathon or the surrounding Middle Keys. Our clients come to us from encampments in the woods, living in cars and abandoned boats, living on vacant lots, temporary shelter in friends' or family-members' homes, jail, hospitals, and mental-health facilities. Our typical client is primarily male; between 25 and 60 years of age; not gainfully employed; and in dire need of health, dental, mental and social services. Quite regularly, Independence Cay is also visited by *transient* homeless individuals who are either making their way to Key West or leaving the Keys forever due to a collapse of their personal "systems".

scholarship, is a shelter house attendant, and has a 6-day-a-week job. This has been an incredible change in the man's life. He is now making plans to visit his estranged daughter. Independence Cay has provided the first bed he has slept in for over six years and he just bought his first pair of tennis shoes in five years.

- Another homeless man was drunk for 1 1/2 years. He came to Independence Cay and has stayed with us as part of the scholarship program previously described. He spoke at our fund raiser about his addiction to over 50 people. He now has a job as Director of Training at a local restaurant and makes \$50,000 annually, plus benefits. He attends AA meetings and is 10 months sober.

### **15. How are clients referred to your agency?**

Without doubt, news travels fast among the homeless population. Since Independence Cay is the only homeless shelter from Stock Island to Homestead, information about the variety of our effective services is spread through the "coconut telegraph" at an incredible speed. Along with that, Independence Cay is the only service of our kind (transitional and homeless housing, feeding, and personal services) in the Middle and Upper-Keys. Independence Cay receives referrals from the Guidance Clinic of the Middle Keys, local churches, Keys Area Interdenominational Resources (KAIR), AHEC, CHI, the Domestic Abuse Shelter, the Monroe County Sheriff's Office, municipal police offices, park rangers, and individuals and business owners – all from an area ranging from Grassy Key to Key West. This trend continues as we expand and enhance services.

### **16. What steps are taken to be sure that prospective clients are eligible and that the neediest clients are given priority?**

It is always a delicate path to follow between wanting to assist a hurting, needy individual or family and certifying that they indeed need our help. Independence Cay fully realizes the value and importance of such "certification of need", especially since we are partially funded by taxpayer's money.

In the final analysis, we actually have what can best be described as different "tiers" of certification for different programs. These "tiers" of certification graduate in difficulty starting with "easy" for people who are hungry and want a meal through our soup kitchen to "detailed" for those who desire transitional housing.

Independence Cay's Soup Kitchen is open to anyone requesting a hot meal who say they have been displaced from his or her permanent home, or who is at risk for becoming homeless. Hunger is a powerful phenomenon and we frankly do not put people affected by hunger through lengthy paperwork. Soup Kitchen clients must sign in and behave appropriately and respectfully and inebriated individuals are asked to leave. Independence Cay permits no fighting, drinking, drugging or illegal activity on our premises. Soup Kitchen clients are offered referrals to health-care, social services, veteran services and other relevant service providers. Soup Kitchen

clients are also offered personal hygiene products, showering and laundry facilities (which also require users to sign in).

Transitional Housing clients who are referred by mental-health facilities (i.e. Guidance Clinic and others) are screened for need by their existing case-managers and also by the Independence Cay House Manager and the Executive Director. The Southern Homeless Assistance League has developed – under the guidance of the State of Florida and U.S. HUD – a battery of need-certification tools which we administer to transitional housing applicants before accepting them into our facility. All transitional housing clients are required to agree to and sign a code of conduct and house rules. Such clients must be displaced from permanent housing or be living in quarters unsuitable for human habitation.

**17. Describe any networking arrangements that are in place with other agencies.**

If only one word was permitted to describe Independence Cay, that word would be “collaborative”. There is not one initiative, one program, or one idea that we approach without a 100% perspective and attitude about optimal collaboration. Indeed, with charity funds being so scarce these days, being collaborative is the only way that Independence Cay can be effective.

Independence Cay has working and useful arrangements with:

- St. Columba Episcopal Church in Marathon contributes mightily to Independence Cay in the form of financial contributions, hundreds of hours of volunteer work, a handful of very helpful grants from the state and national dioceses *outside of Monroe County*, and teams of volunteers who prepare meals. St. Columba’s priest, Rev. Debra Maconaughey, serves as the volunteer Chairman of the Board at Independence Cay.
- The Keys Area Interdenominational Resources (KAIR) who supplies food products, family reunification funds and services and referral services. In the spirit of cooperation with KAIR, we now share a used van for recovering food, clothing, and other items needed by our mutual clients.
- The Guidance Clinic of the Middle Keys (GCMK) who offers mental-health and substance abuse treatment programs, as well as day-treatment programming teaching basic human skills.
- The Keys Area Health Education Council (AHEC) who performs monthly visits to Independence Cay during a regularly scheduled soup kitchen lunch with a registered nurse, and other health-care providers to do screenings and referrals for health issues including dental problems.
- The Monroe County Sheriff’s Office who assists or make referrals to Independence Cay.

- Southernmost Homeless Assistance League (SHAL) who provides modest financial support, training opportunities, and State of Florida HMIS information gathering data
- Several faith-based organizations such as the Salvation Army and community churches who provide meals for our soup kitchen, clothing for our clients, and social services as needed.
- The Marathon Zonta Club, Keys Progressive Forum, Marathon Jaycees, and many area businesses and residents who provide financial and volunteer support to Independence Cay.
- Independence Cay regularly strategizes with both the South Florida and Miami Coalitions for the Homeless (two organizations) and the National Coalition for the Homeless, especially on matters of fundraising.
- In May of 2010, Independence Cay began hosting, for one year, a qualified Federal VISTA Volunteer. Trained and administered by the National Coalition on the Homeless, our new VISTA staff member has established a speakers bureau, assisted with grant writing, published articles, attended town meetings, and has generally helped to operate Independence Cay.

**18. List all sites and hours of operation.**

At this time, all Independence Cay services are performed from our leased building located at 1669 Overseas Highway. The Soup Kitchen is open from 12:30-1:30 pm on Monday through Friday and Sunday. The Inclement Shelter is open 24-7 during periods of life-threatening weather events. In these times, Independence Cay offers three hot meals per day and visitors are permitted to take showers, do laundry, and receive personal hygiene products. Our day center is open from 9:00 to 4:00, with food provided. Showers and laundry are available between 9:00 and 2:00 pm. The Transitional Housing is in operation 24/7/365, the doors are locked after dinner time, and there is a curfew at 11pm at which time all residents must be in the facility.

**19. What financial challenges do you expect in the next two years, and how do you plan to respond to them?**

At the expense of sounding like a broken record, our biggest challenges are indeed financial. Not only is it extremely difficult to raise funds for such essential operating costs as food and rent (for which we are turning to Monroe County HSAB), but other operating costs must be met as well including utilities, building maintenance, kitchen compliance with government inspection requirements, modest salaries for our Executive Director and House Manager, and more.

In addition to the essential operating costs listed above, Independence Cay is extremely motivated to better serve homeless families (women and children) and

we want desperately to evolve from the previously described "as-needed" motel scenario to a complete downstairs facility dedicated to this extremely vulnerable population. Presently, Independence Cay is located in approximately 2,000 square feet at 1669 Overseas Highway, Marathon, on a second floor. We long to complete, and have begun to receive funds for, renovations on the downstairs floor for women and children and for secure offices for the various social, health, and mental care providers who assist our clients on a nearly daily basis. Through Herculean volunteer efforts and in-kind contributions, this "vision" is moving along, although not as quickly as we would like. In order to install necessary walls, plumbing, and adequate furniture, Independence Cay will need to overcome a significant challenge of raising essential capital dollars.

Independence Cay is working now and will continue to overcome our financial challenges using the following fundraising tools:

- **Mail Solicitations**

Independence Cay is aware that a perpetually operating charity usually thrives by transitioning from early start-up years through funding from government and foundations to ongoing support from a broad based list of individual and corporate donors. This philosophy is a responsible method of avoiding budgetary peaks and valleys that are too often caused by reliance upon small numbers of donors (i.e. foundations or government).

Independence Cay has established an aggressive direct mail program. Since Independence Cay is a comparatively new organization, it obviously does not yet have an extensive "house" list of proven supporters. Therefore, Independence Cay has placed priority upon acquiring as many names and addresses of potential supporters as possible to raise funds and acquire and build a solid data base of supporters. Once a core base of contributing donors is established, such donors will receive "cultivation" mailings designed to ensure on-going and steady support for the organization.

The initial acquisition mailings, and subsequent "cultivation" mailings, will all be designed to educate recipients about myriad opportunities to participate in the assistance and betterment of the lives of homeless individuals in the Middle Florida Keys. The appeals will be genuine and accurate – the "asks" will be for Independence Cay operating and capital funds which will be used to cover costs associated with the activity.

- **E-Mail Solicitations**

Once only a tiny segment of charitable giving, e-mail solicitation has come of age. Accordingly, Independence Cay presently captures e-mail addresses of a broad segment of local society for the specific purpose of conducting financial solicitation. As with Direct Mail, such e-mail messages are informative about the opportunities (activities) related to the shelter and requests financial donations, attendance at

fundraising events, and for "spreading the word" about the great work conducted by Independence Cay.

- **Personal Solicitations**

A popular axiom within every fundraising manual is the following: "The right prospect asked by the right solicitor for the right project at the right amount at the right time." By taking this to heart, stakeholders of Independence Cay do make solicitations for operating funds in person. This is especially the case with known acquaintances and professional colleagues. All such activity is documented and regular letters of gratitude are immediately sent to these donors.

- **Foundation Grant Solicitations**

Through initial research using such tools as the Foundation Center's On-Line Data Base, Independence Cay has identified a minimum of 75 registered foundations in Florida and across the U.S. that are known to support homeless programs. Therefore, Independence Cay continues to execute a powerful and sustained approach for funding directed at foundations. Some proposals seek specific funding for Independence Cay operating costs (salaries, rent, equipment, education, auditing and reporting, office supplies, memberships, and communications) while other proposals request funding to underwrite specific programs or initiatives – for instance, a job training program, a special medical assistance fund for the homeless, or the capital needs we have previously described. Independence Cay will, of course, continue to pursue local government grants including the annual Marathon Non-Profit Grant Program (\$18,500 received in 2010), the Monroe County Sheriff's Forfeiture Grant (\$7,029 received in 2011), and HSAB.

- **Telephone Solicitations**

While the mere phrase turns up noses for most, the fact is that this technique works. Even so, Independence Cay only telephones known supporters of the organization (as defined by that supporter having made a tax-deductible donation to Independence Cay). The approach here is to express gratitude to the supporter and at the same time "lift" the donor through conversation.

- **Website Donations**

By far the fastest growing fundraising tool available to non-profits, website donations are a concept that has been implemented by Independence Cay. Within Independence Cay's website is a section that appeals for donations to the organization. We accept four major credit cards and provide our address for other means of payment.

- **Government Grant Solicitations**

There is already ample evidence that governmental agencies (federal, state, local) have a deep interest in supporting the activities pursued by Independence Cay. Independence Cay deeply appreciates the support we receive from HSAB, the

Monroe County Sheriff's Department, the City of Marathon, and SHAL. We continue to investigate other federal and state opportunities.

- **Other**

There are several other techniques and sources of funding that Independence Cay pursues including holding fundraising events, approaching corporations for sponsorships, and speaking with the affluent about planned giving. One fundraising event that proved quite successful was Independence Cay's first annual "Marathon Bike Rally" which included trophies, prizes, t-shirts, a BBQ, silent auction, 50/50 raffle, and a band.

**20. What organizational challenges do you expect in the next two years, and how do you plan to respond to them?**

We would be remiss if we did not point out here, again, that Independence Cay has but two paid staff members and that we carry out our multi-faceted mission largely through the magnanimous efforts of a dedicated corps of loyal volunteers. As Independence Cay steps up to a major responsibility that even local governments – including Monroe County – cannot solve (homelessness), it is a frightening prospect to initiate programs and our capital campaign with only these human resources. We are responding to these challenges by actively expanding our Board of Directors to include stakeholders and personalities that can bring significant resources to our table. For example, we are now speaking with building contractors, bankers, wealthy retirees, and additional churches. Since last year's HSAB application, we have brought aboard many of these types of Board members.

Earlier, we described Independence Cay as distinctly "collaborative" – that we do not approach one initiative, one program, or one idea without a 100% perspective and attitude about optimal collaboration. We believe that by continuing to conduct most of our non-housing programs with other collaborators – soup kitchen with churches, mental health with the Guidance Clinic, food and clothing with KAIR and Salvation Army, health care with AHEC – that we will meet the organizational challenges we face.

**21. How are clients represented in the operation of your agency?**

House Meetings are held weekly at Independence Cay through which Transitional Housing clients are provided the opportunity to discuss their needs and concerns. House meetings are attended by the House Manager and Executive Director. They attend and contribute to all of our Board meetings. Independence Cay maintains an "open door" policy and is always willing to listen to clients, potential clients, citizens, social service providers, and referral sources. This year we have trained several client residents to be house attendants in the evening.

**22. Is your agency monitored by an outside entity? If so, by whom and how often?**

Independence Cay is a member of the Southernmost Homeless Assistance League and as such attends Regional SHAL meetings when scheduled. The executive director of SHAL attends many of these meetings and minutes of these meetings are forwarded to the SHAL Board. Independence Cay is a member of SHAL and any changes to programming, numbers of beds, or services are continually subject to monitoring and approval by SHAL.

As an organization that continuously serves food, we are also subject to on-site inspection and standards directed by the Monroe County Health Department.

**23. Almost 2,000 hours of program service were contributed by 100+ volunteers in the last year.**

Independence Cay volunteers come from all corners of the Middle Keys and share one thing in common – the willingness to give of themselves to help their neighbors in need. Volunteers have the faces of working professionals, retirees, stay-at-home-parents, young children, college students, scouts, and members of the U.S. military. These dedicated people help with programs, cooking, painting, carpentry, plumbing, sign painting, landscaping, bookkeeping, grant writing, accounting, food serving, donation collections and trash pickup. These numbers are indicative of the tremendous outpouring of support for the homeless and displaced individuals of the City of Marathon and the entire Florida Keys.

**24. Will any services funded by the County be performed under subcontract by another agency? If so, what services, and who will perform them?**

No

**25. What measurable outcomes do you plan to accomplish in the next funding year?**

While we are not yet two-years old, Independence Cay (our stakeholders , staff, and Board of Directors) are responsible enough to know that our goals of “meeting the needs” of homeless men and women in Marathon and the Middle Keys cannot and should not be to simply provide more overnight beds and “hope for the best”. Indeed, in our hearts and minds we know that to solve homelessness we must carefully design and launch effective programs that address the core reasons for homelessness. It is with this philosophy in mind that we have tried our very best to establish and offer basic programs that begin to “heal” homeless men and women (and children) including mental, health, and social services initiatives (through collaborations), job preparedness classes, and feeding programs.

One measurable outcome is to strengthen these programs so that we perform better with the homeless we presently serve and are in a position to reach out to

dozens more homeless men and women who still remain outside our circle. Another measurable outcome in the next funding year that will support this approach and philosophy is to complete renovations to the downstairs section of our facility so that such programs can operate and function with at least a modest degree of functionality, privacy, and security. Creating office and meeting space for a number of outside service providers from the mental, health, social, veterans, and employment sectors is a very important goal we have for the next funding year.

Equally important is our keen desire to better serve homeless families (women and children) and to accomplish this, we want to evolve from our "as-needed" motel scenario to a complete downstairs facility dedicated to this extremely vulnerable population.

## **26. How will you measure these outcomes?**

Independence Cay places a high degree of importance to evaluation – it is one thing to pledge great work and another thing to show that it has actually been performed at the end of the grant period.

Fortunately, our clearly defined outcomes above lend themselves perfectly to evaluation. These outcomes – to be clear – are to 1. strengthen our multiple programs so that we perform better with the homeless people we presently serve and are in a position to reach out to dozens of homeless men and women who still remain outside our circle, 2. complete renovations to the downstairs section of our facility so that such programs can operate and function with at least a modest degree of functionality, privacy, and security, and 3. to evolve from our "as-needed" motel scenario for homeless women and children to a complete downstairs facility dedicated to this extremely vulnerable population.

In the final analysis, all of our outcomes will be measured through simple anecdotal observation and by examining our records for recidivism. Are our homeless clients finding jobs because of our job assistance programs? Are they staying clean and sober due to our addiction counseling? Are they healthier because of our collaborative programs for mental and health problems? Are they finding their own homes because we have effectively helped them in their hour of need? Were we able to overcome significant financial challenges and "build-out" our downstairs facility to better serve homeless women and children? It is the answers to these questions, and many others, that will determine if Independence Cay is reaching our objectives.

Here, again, are two of many success stories that show us we are achieving good outcomes:

- One homeless man emerged from living in the mangroves. He moved behind a church near a shed. He was drunk all the time and smelled of urine. Today he has attends AA meetings and is 10 months sober, lives at the shelter on a scholarship, is a shelter house attendant, and has a 6-day-a-week job. This

has been an incredible change in the man's life. He is now making plans to visit his estranged daughter. Independence Cay has provided the first bed he has slept in for over six years and he just bought his first pair of tennis shoes in five years.

- Another homeless man was drunk for 1 1/2 years. He came to Independence Cay and has stayed with us as part of the scholarship program previously described. He spoke at our fund raiser about his addiction to over 50 people. He now has a job as Director of Training at a local restaurant and makes \$50,000 annually, plus benefits. He attends AA meetings and is 10 months sober.

**27. Provide information about units of service below.**

Service	Unit (hour, session, day, etc.)	Cost per unit (current year)
Feeding the hungry through our Soup Kitchen	One hot meal	\$2.00
Providing laundry and showers services for the homeless	One load of laundry, one shower	\$3.00
Providing one overnight stay for those affected by inclement weather	One overnight stay	\$24.00
Providing one month of transitional housing for certified clients including laundry, showers, meals, programs	30 overnight stays and programs	\$500.00

**27. In 300 words or less, address any topics not covered above (optional).**

Both the need for Independence Cay as well as our day-to-day operation are wholly embraced by our community leaders as evidenced by the fact that Marathon's entire City Council regularly visit the shelter and recently awarded Independence Cay the largest grant from the City's non-profit grant fund (\$18,500). This loyalty and support goes higher, at our local level, in that the Monroe County Board of Commissioners as well as the Monroe County Sheriff are also strong supporters – both in presence and financial support. Without doubt, the Episcopal Church – both locally and out-county – has been tremendously helpful in providing leadership, volunteers, and financial support.

Independence Cay's capacity to manage a successful transitional homeless shelter including the execution of several empowerment programs designed to **BREAK** the cycle of homelessness is clearly evidenced in the long list of difficult grants we have

been awarded and presently administer ***IN JUST OUR SECOND YEAR OF OPERATION.*** This financial "evidence" is backed up by high grades on myriad activity reports, health and safety inspections, strong community support, and quick attention to service and problems that emerge within the Middle Keys. Finally, Independence Cay's very active and engaged board - including an attorney, two pastors, a restaurateur, a newspaper reporter, a fundraiser, a doctoral student, and more - work well together and have been remarkably successful in guiding the new organization's first full year of operation.

Independence Cay's physical location has undergone a truly stellar transformation in the last year - it is clean and bright, has passed all health and safety inspections, is air conditioned, and is completely current with all utilities, rent, and other operational expenses. Finally, and wonderfully, nearly all our clients are now assisting in the operation of Independence Cay - painting, cleaning, cooking, outdoor maintenance, gardening, and much more.

### **Required Attachments**

*Required attachments were distributed to you as a separate document. Be sure to include these with your application. Please note: the required attachments A through F are only available in Microsoft Excel format. We require that you use this format, since it will automatically expand rows, generate totals and percentages, and align figures for easier reading.*

## ATTACHMENT CHECKLIST

LABEL AND ATTACH THE FOLLOWING IN THE ORDER SHOWN, AFTER THIS PAGE IF NOT APPLICABLE, PLEASE SO INDICATE AND EXPLAIN	ATTACHED?		COMMENTS
	YES	NO	You must explain any "NO" answers
A. Board Information Form	X		
B. Agency Compensation Detail	X		
C. Profile of Clients and Services	X		
D – F. Financial Information	X		
G. Copy of Audited Financial Statement from most recent fiscal year if organization's expenses are \$150,000 or greater.		No	Our expenses are less than \$150,000
H. Copy of IRS Form 990 from most recent fiscal year	X		
I. Copy of current fee schedule	X		
J. Copy of IRS Letter of Determination indicating 501 C 3 status	X		
K. Copy of Current Monroe County and City Occupational Licenses	X		
L. Copy of Florida Dept. of Children And Families License or Certification		No	Not applicable
M. Copy of any other Federal or State Licenses		No	Not applicable
N. Copy of Florida Dept. of Health Licenses/Permits	X		
O. Copy of front page of Agency's EEO Policy/Plan	X		
P. Copy of Summary Report of most current Evaluation/Monitoring *		No	No such report exists
Q. Data showing need for your program (optional, see question 7)		No	
R. Other (specify) TWO PAGE LIMIT	X		

\* must include summary of deficiencies and suggested corrective action; may include your responses and actions taken.

# Attachment A

## **Independence Cay Board Meeting Thursday, March 3, 2011 at 5:30 pm**

*In attendance:* Rev. Debra Maconaughey, Exec. Dir. Kirk Maconaughey, House Manager Adam Bell, Rachel Everett, Pete Wagner, Susie Curry, Blair Shiver

*Absent:* Frank Greenman, Deb Ryan, Keith Harris, Peggy Benson

- Minutes from January 27 meeting approved with amendments.
- Rachel discussed resources for additional grant funding she'd researched and emailed to the board prior to the meeting, specifically regarding treatment for substance abuse and mental illness. We should all be researching new sources and discussing opportunities with our grant writer, John Morrill. Also, she suggested targeting funding sources from agencies/groups/foundations that fund work against physical abuse/PTSD/depression.
- Feb. 19 Inaugural Independence Cay Bike Rally was a success, raising approximately \$1,700 for the shelter. Seasonal visitors Roz and Carol (need their last names) have agreed to take over fundraising and organization of rally for 2012. They also painted a fresh new mural on the west-facing wall.
- In Exec. Dir. Report, Kirk said downstairs is working well. He also contacted Frank via email as there have been numerous requests recently for distributing medications, both prescription and OTC. The previous house manager managed and distributed on an as-needed basis.
  - Adam prepared two meals per day during inclement weather sheltering.
  - There are approximately 6-7 people attending AA meetings each night at the shelter.
- House Manager Report: Kirk drafted an agreement for clients with regards to scholarship hours/housing. Adam recently hosted a house meeting to encourage everyone to pitch in; everyone still needs to contribute to the overall success of the home, specifically vacuuming, washing dishes, etc. He's also discouraging gossiping and asking residents to come directly to him to deal with problems in the home.
  - Currently, scholarship clients Sam Jolly and Dave Castro are covering the 5-10 pm house-supervising shift as part of their scholarship commitment.
  - Fred (?) is on a trial basis supervising the home on the weekends.
- Vista Volunteer Report: Pete echoed that the scholarship program has been a huge success. Pete's last day is going to be May 14, and we'll likely not be able to get another volunteer to replace him.
- Business Operations Report: There is still no lease for the downstairs space. Materials that were being stored in the area have been condensed to consume only a third of the space.
  - Rachel suggested partnering with a local realtor to research other available properties.

- Kirk received a van that was donated to Independence Cay, and KAIR is going to pay the insurance to share use.

- Steve Debrecki has provided a Letter of Intent to move forth with a lawsuit against the shelter. The board agreed to proceed with caution, and Kirk shared the letter with the board simply for awareness.

- The shelter is in need of a new insurance policy, specifically with liability coverage.

- Rachel suggested a Joint Conference with local organizations serving the homeless community and streamline services, specifically mental illness, addiction and both. \* Should be coordinated outside budget season.

- Client Report: Paying Clients include – Brent Duffy and Bryan Howard (both Guidance Clinic Referrals); Lance Smith, Israel, Mike Balloy, Basidy Teterro and Alex; Sam Jolly, Dave Castro and William Beck are utilizing the scholarship program.

- Fundraising and Publicity: Adam suggested adopting the highway through DOT so we can have a sign on the highway and further contribute to community.

- Closing Prayer and Adjournment

*Transcribed by Blair Shiver*











scenario for homeless women and children to a complete downstairs facility dedicated to this extremely vulnerable population. In the final analysis, all of our outcomes will be measured through simple anecdotal observation and by examining our records for recidivism. Are our homeless clients finding jobs because of our job assistance programs? Are they staying clean and sober due to our addiction counseling? Are they healthier because of our collaborative programs for mental and health problems? Are they finding their own homes because we have effectively helped them in their hour of need? Were we able to overcome significant financial challenges and "build-out" our downstairs facility to better serve homeless women and children? It is the answers to these questions, and many others, that will determine if Independence Cay is reaching our objectives.







Attachment H. 990 IRS Form

Attachment H.

Form **990-EZ**

**Short Form  
Return of Organization Exempt From Income Tax**

OMB No. 1545-1150

**2010**

**Open to Public  
Inspection**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

- ▶ Sponsoring organizations of donor advised funds, organizations that operate one or more hospital facilities, and certain controlling organizations as defined in section 512(b)(13) must file Form 990 (see instructions).
- All other organizations with gross receipts less than \$200,000 and total assets less than \$500,000 at the end of the year may use this form.

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

Department of the Treasury  
Internal Revenue Service

**A** For the 2010 calendar year, or tax year beginning Sept 18, 2010, and ending December, 2010

**B** Check if applicable:

- Address change
- Name change
- Initial return
- Terminated
- Amended return
- Application pending

**C** Name of organization

Independence Cay Inc.  
Number and street (or P.O. box, if mail is not delivered to street address) Room/suite  
P O Box 500286  
City or town, state or country, and ZIP + 4  
Marathon Fla 33050

**D** Employer identification number

26-

**E** Telephone number

305 743 3121

**F** Group Exemption Number

**G** Accounting Method:  Cash  Accrual Other (specify) ▶ \_\_\_\_\_

**H** Check  if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

**I** Website: ▶ independencyay.org

**J** Tax-exempt status (check only one) -  501(c)(6)  501(c)(3) (insert no.)  4947(a)(1) or  527

**K** Check  if the organization is not a section 509(a)(3) supporting organization and its gross receipts are normally not more than \$50,000. A Form 990-EZ or Form 990 return is not required though Form 990-N (e-postcard) may be required (see instructions). But if the organization chooses to file a return, be sure to file a complete return.

**L** Add lines 5b, 6c, and 7b, to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, line 25, column (B) below) are \$500,000 or more, file Form 990 instead of Form 990-EZ. ▶ \$ \_\_\_\_\_

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (see the instructions for Part I.)  
Check if the organization used Schedule O to respond to any question in this Part I

		1	2	3	4	5a	5b	5c	6a	6b	6c	6d	7a	7b	7c	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Revenue	1	Contributions, gifts, grants, and similar amounts received																								67,251.			
	2	Program service revenue including government fees and contracts																								-			
	3	Membership dues and assessments																								440.			
	4	Investment income																								-			
	5a	Gross amount from sale of assets other than inventory																								-			
	5b	Less: cost or other basis and sales expenses																								-			
	5c	Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)																								-			
	6	Gaming and fundraising events																											
	6a	Gross income from gaming (attach Schedule G if greater than \$15,000)																								-			
	6b	Gross income from fundraising events (not including \$ _____ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)																								-			
6c	Less: direct expenses from gaming and fundraising events																								-				
6d	Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)																								-				
7a	Gross sales of inventory, less returns and allowances																								-				
7b	Less: cost of goods sold																								-				
7c	Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)																								-				
8	Other revenue (describe in Schedule O)																								-				
9	<b>Total revenue.</b> Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8																												
Expenses	10	Grants and similar amounts paid (list in Schedule O)																								-			
	11	Benefits paid to or for members																								-			
	12	Salaries, other compensation, and employee benefits																								40,000.			
	13	Professional fees and other payments to independent contractors																								-			
	14	Occupancy, rent, utilities, and maintenance																								33,850.			
	15	Printing, publications, postage, and shipping																								525.			
	16	Other expenses (describe in Schedule O)																								-			
17	<b>Total expenses.</b> Add lines 10 through 16																								74,375.				
Net Assets	18	Excess or (deficit) for the year (Subtract line 17 from line 9)																								(6,684.)			
	19	Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)																								-			
	20	Other changes in net assets or fund balances (explain in Schedule O)																								-			
	21	Net assets or fund balances at end of year. Combine lines 18 through 20																								(6,684.)			

**Part II Balance Sheets.** (see the instructions for Part II.)

Check if the organization used Schedule O to respond to any question in this Part II

	(A) Beginning of year	(B) End of year
22 Cash, savings, and investments	—	22 —
23 Land and buildings	—	23 —
24 Other assets (describe in Schedule O)	—	24 —
25 Total assets	—	25 —
26 Total liabilities (describe in Schedule O)	—	26 —
27 Net assets or fund balances (line 27 of column (B) must agree with line 21)	—	27 —

**Part III Statement of Program Service Accomplishments** (see the instructions for Part III.)

Check if the organization used Schedule O to respond to any question in this Part III

What is the organization's primary exempt purpose?

Describe what was achieved in carrying out the organization's exempt purposes. In a clear and concise manner, describe the services provided, the number of persons benefited, and other relevant information for each program title.

	Expenses (Required for section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts; optional for others.)
28 <i>homeless shelter, day center soup kitchen transitional housing laundry shower inclement weather shelter</i>	
(Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	28a 67,251
29	
(Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	29a
30	
(Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	30a
31 Other program services (describe in Schedule O)	
(Grants \$ ) If this amount includes foreign grants, check here <input type="checkbox"/>	31a
32 Total program service expenses (add lines 28a through 31a)	32

**Part IV List of Officers, Directors, Trustees, and Key Employees.** List each one even if not compensated. (see the instructions for Part IV.)

Check if the organization used Schedule O to respond to any question in this Part IV

(a) Name and address	(b) Title and average hours per week devoted to position	(c) Compensation (if not paid, enter -0-)	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
Rev Debra Andrew 116 West Indian Dr. Ramrod Ky Fla	Board, Chairman	—	—	—
Franklin Greenman Marathon Fla	Board member	—	—	—
Rachel Evert Ramrod Ky Fla	Board member	—	—	—
Blair Shiver, Marathon Fla	secretary	—	—	—
Suzy Curry Marathon Fla	treasurer	—	—	—
Rev. Peggy Benson Marathon, Fla	member	—	—	—
Keith Harris Marathon, Fla	member	—	—	—
Kirk Macdonoughy	Executive Director	40,000	—	—

**Part V Other Information** (Note the statement requirements in the instructions for Part V.)

Check if the organization used Schedule O to respond to any question in this Part V . . . . .

		Yes	No
33	Did the organization engage in any activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O . . . . .		✓
34	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O (see instructions) . . . . .		✓
35	If the organization had income from business activities, such as those reported on lines 2, 6a, and 7a (among others), but not reported on Form 990-T, explain in Schedule O why the organization did not report the income on Form 990-T.		
a	Did the organization have unrelated business gross income of \$1,000 or more or was it a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements? . . . . .		✓
b	If "Yes," has it filed a tax return on <b>Form 990-T</b> for this year (see instructions)? . . . . .		✓
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N . . . . .		✓
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions. ▶ 37a <u>NA</u>		
b	Did the organization file <b>Form 1120-POL</b> for this year? . . . . .		✓
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return? . . . . .		✓
b	If "Yes," complete Schedule L, Part II and enter the total amount involved . . . . . 38b <u>NA</u>		
39	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on line 9 . . . . . 39a <u>NA</u>		
b	Gross receipts, included on line 9, for public use of club facilities . . . . . 39b <u>NA</u>		
40a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 ▶ <u>NA</u> ; section 4912 ▶ <u>NA</u> ; section 4955 ▶ <u>NA</u>		
b	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I . . . . .		✓
c	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 . . . . . ▶		
d	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax on line 40c reimbursed by the organization . . . . . ▶		
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T. . . . .		
40e			
41	List the states with which a copy of this return is filed. ▶ <u>Florida</u>		
42a	The organization's books are in care of ▶ <u>Suzy Curry</u> Telephone no. ▶ <u>305 243-6437</u> Located at ▶ <u>Stout's Restaurant Marathon, Fla</u> ZIP + 4 ▶ <u>33050</u>		
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .	Yes	No
42b			✓
	If "Yes," enter the name of the foreign country: ▶ _____ See the instructions for exceptions and filing requirements for <b>Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts</b> .		
c	At any time during the calendar year, did the organization maintain an office outside of the U.S.? . . . . .	Yes	No
42c			✓
	If "Yes," enter the name of the foreign country: ▶ _____		
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of <b>Form 1041</b> —Check here . . . . . ▶ <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the tax year . . . . . ▶ 43 <u>NA</u>		
44a	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ . . . . .	Yes	No
44a			✓
b	Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ . . . . .	Yes	No
44b			✓
c	Did the organization receive any payments for indoor tanning services during the year? . . . . .	Yes	No
44c			✓
d	If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O . . . . .	Yes	No
44d			✓

	Yes	No
45 Is any related organization a controlled entity of the organization within the meaning of section 512(b)(13)?	45	<input checked="" type="checkbox"/>
a Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ (see instructions)	45a	<input checked="" type="checkbox"/>
46 Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	46	<input checked="" type="checkbox"/>

**Part VI Section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts only.** All section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts must answer questions 47-49b and 52, and complete the tables for lines 50 and 51.

Check if the organization used Schedule O to respond to any question in this Part VI

	Yes	No
47 Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II	47	<input checked="" type="checkbox"/>
48 Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	48	<input checked="" type="checkbox"/>
49a Did the organization make any transfers to an exempt non-charitable related organization?	49a	<input checked="" type="checkbox"/>
b If "Yes," was the related organization a section 527 organization?	49b	<input checked="" type="checkbox"/>

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each employee paid more than \$100,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
N/A				

f Total number of other employees paid over \$100,000

51 Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each independent contractor paid more than \$100,000	(b) Type of service	(c) Compensation
N/A		

d Total number of other independent contractors each receiving over \$100,000

52 Did the organization complete Schedule A? **Note:** All section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A  Yes  No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**  
 Signature of officer: *[Signature]* Date: *4/17/11*  
 Type or print name and title: *Kirk Macaughy Executive Director*

**Paid Preparer Use Only**  
 Print/Type preparer's name: \_\_\_\_\_ Preparer's signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Check  if self-employed PTIN: \_\_\_\_\_  
 Firm's name: \_\_\_\_\_ Firm's EIN: \_\_\_\_\_  
 Firm's address: \_\_\_\_\_ Phone no.: \_\_\_\_\_

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

Attachment I

4/1/11

Independence Cay Inc.

Fee Schedule for Transitional Housing

Weekly fee:

Bedroom                      \$125.00

Cot in living room        \$70.00

Clients must sign a "behavior" contract

Client privileges include:

Unlimited use of: living room, bathrooms, laundry services, kitchen- until closing 10:00 PM

Curfew: 10:00 PM

Clients perform daily chores.

Attachment 5

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

Date: **SEP 18 2009**

INDEPENDENCE CAY INC  
PO BOX 500286  
MARATHON, FL 33050

DEPARTMENT OF THE TREASURY

Employer Identification Number:  
26-4290105  
DLN:  
17053225302049  
Contact Person:  
RENEE RILEY NORTON ID# 31172  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
September 30  
Public Charity Status:  
170 (b) (1) (A) (vi)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
February 25, 2009  
Contribution Deductibility:  
Yes  
Addendum Applies:  
NO



Attachment N

Monroe County Health Department Certificate

Temporarily misplaced, but here is OFFICIAL RECEIPT

Have requested new certificate

Issued to:	Independence Cay Inc.
Issued By:	Monroe County Health Department
Purpose:	Food Program-Fraternal/Civic Organizations
Audit Control Number	493533
Permit Number	44-48-00293
Issue Date:	9/29/10
Amount Paid:	\$190.00
Date Paid:	9/28/10
Permit Expires On	9/30/11



STATE OF FLORIDA  
DEPARTMENT OF HEALTH  
RETAIN THIS PORTION FOR YOUR RECORDS

### OFFICIAL RECEIPT

For: Food Program-Fraternal/Civic Organizations

Audit Control: 493533  
Permit Number: 44-48-00293

Issued To: **Independence Cay**  
1669 Overseas Hwy

County: **Monroe**

Marathon, FL 33050

Issue Date: 09/28/10  
Amount Paid: \$ 190.00  
Date Paid: 9/28/10

Mailed To: **Independence Cay**  
1669 Overseas Hwy

*expires  
9/30/2011*

Permit Expires On: 9/30/11

Marathon, FL 33050  
Issued by: Monroe County Health Dept.

Check Number:  
Date Paid: 9/28/10

**INDEPENDENCE CAY  
POLICIES AND PROCEDURES MANUAL**

**INTRODUCTION**

This Policies and Procedures Manual for Independence Cay was developed to assist in the administration of federal, state, and local government funds. The manual, which includes personnel, accounting, financial management, procurement, and records management policies, has two distinct purposes:

1. To define policies and procedures appropriate to specific circumstances, and to provide staff members with information regarding the type of systems that have been adopted in the administration of government funds; and
2. To provide policies and procedures that are in place particularly with respect to the administration of government funds.

**INDEPENDENCE CAY  
POLICIES AND PROCEDURES MANUAL**

**Table of Contents**

	<b>Page</b>
<b>Section One Purpose</b>	<b>3</b>
<b>Section Two Personnel Policies</b> Includes: Policy on Affirmative Action; Employment; Employment Status; Work Schedule and Pay Periods; Time Off from Work; Holidays; Supervision and Evaluation; Resignation, Suspension, Termination, Reduction; Travel and Other Expenses; Conflict of Interest; Policy Prohibiting Unlawful Harassment, Including Sexual Harassment; and Personnel Files and Employment Information.	<b>4</b>
<b>Section Three Accounting, Audit and Financial Management Policies</b> Includes: Accounting Policies; Financial Reporting Procedures; Investment/Banking Policies; Budget Principles/Procedure; Audit Procedure.	<b>18</b>
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# INDEPENDENCE CAY POLICIES AND PROCEDURES MANUAL

## SECTION TWO: PERSONNEL POLICIES

### I. Policy on Affirmative Action

It is the policy of Independence Cay that it will operate and conduct business without discrimination or segregation because of age, sex, race, color, religion, national origin, or handicap, except where there is a bona fide occupational qualification for the job tasks to be performed.

### II. Employment

All positions not filled by internal promotion of existing employees will be advertised, and all applicants will be considered for employment in compliance with all applicable federal, state and local laws.

#### A. **Hiring**

The Board of Directors has the responsibility of hiring the Executive Director upon recommendation of the Executive Committee, which will interview and screen applicants. The Executive Director, with consultation of the Executive Committee and appropriate staff, has the responsibility of hiring all other staff.

#### B. **Termination**

The Board of Directors has the responsibility for the termination of the Executive Director upon recommendation of the Executive Committee in accordance with these policies. The Executive Director, with consultation of the Executive Committee, has the responsibility to oversee the termination of all employees in accordance with these policies.

### III. Employment Status

#### A. **Employment At Will**

Employees hereby understand and acknowledge that, unless otherwise defined by applicable law, any employment relationship with Independence Cay is of an "at-will" nature.

4/18/2011

TO: Wendy Cole, SHAL Executive Director

FROM: Kirk Maconaughey, Independence Cay Inc. Director

SUBJECT: Reimbursement from Challenge Grant

Mrs. Coles,

Independence Cay would like to submit its recent reimbursement items as required. Please find attached:

1. Cancelled payroll check(s) for Kirk Maconaughey
2. Purchases made at Home Depot for materials.

Please accept our sincere thanks for your generous grant funds.

SHAL 2010-2011 Program Monitoring Work Papers

SHAL 2010-2011 Program Monitoring Work Papers		SHAL Team Member:
Contact Person:	Phone Number:	Site Visit Date:
Location:	E-mail:	Total Amount Awarded: 5,250.00
Project Name:		Proposed Number To Be Served:
Hours of Operation:		
Requirements	In Compliance	Documentation Provided to Address Requirement
	YES NO	
Services Provided		Is the agency providing the appropriate services?
Clients to be Served		Is the agency on track for reaching target #
Number of Clients Served to date:		
Expected Project Outcomes		Is there evidence that the methods and strategies are being done?
Methods and strategies (filled in by Wendy)		
Evaluation		Is there data available to support progress towards goals and objectives?
An appropriate evaluation data collection system is in place		
Physical address where clients receive services		Does the facility addresses match with what has been provided in the proposal?
Services times meet contract requirements		
Any obvious safety issues		
Performance Deliverables		Are the deliverables submitted on time and accurate?
Deliverables are submitted as required by the contract		
Records and documentation are available, accurate, and complete as defined by the contract.		
Invoices are accurate, complete, and submitted on time as defined by the contract.		
Finance		On they on track for spending funds?
Amount Spent to date:		
IRS Form 990 available		
Payroll is made available if appropriate		
HMIS Data		How is HMIS used to track clients and measure results?
HMIS data is accurate		
HMIS data is submitted on time		